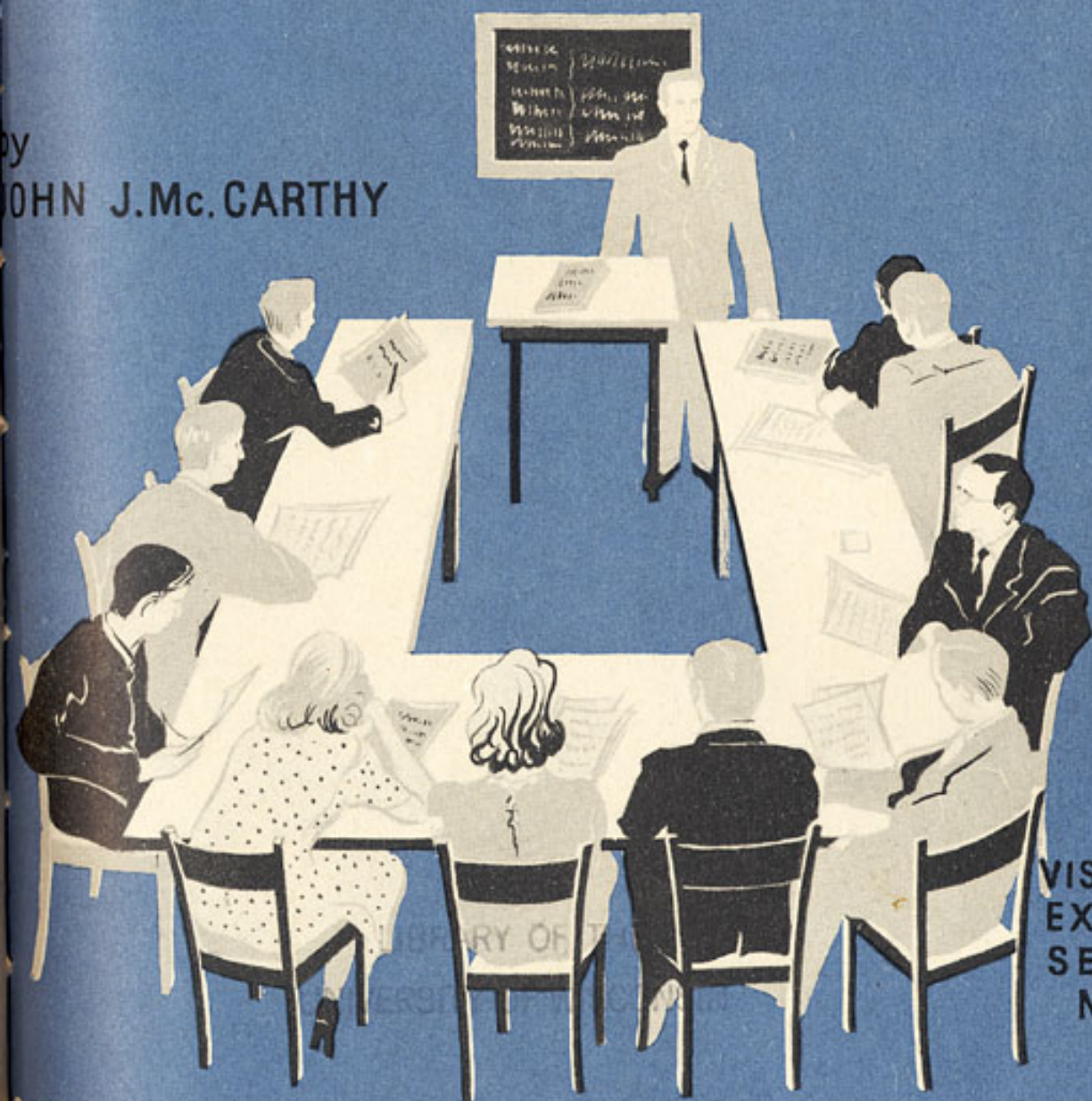


DEVELOPMENT OF SUPERVISORS IN GERMAN INDUSTRY

INTRODUCTION OF TRAINING-WITHIN-INDUSTRY
"J" PROGRAMS

by
JOHN J. Mc. GARTHY



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January 1949

FOREWORD

A steadily increasing level of industrial production is generally recognized in Germany as essential to the economic recovery of Germany and to the development of a higher standard of living. The path towards economic rehabilitation in Germany, as in other nations, is a difficult one requiring the utmost cooperation of all elements of the population. In order to achieve the common goal, all avenues of approach which offer a reasonable chance for improvements in production should be studied and explored.

The effectiveness of Training Within Industry ("J" Programs), which was developed and applied through the wholehearted cooperation of American management and labor, has been demonstrated in the United States in winning the war and in reconversion for peace. The simplicity of the "J" Programs, which permits them to be widely introduced and to yield results within a short time, will, in our judgement, make it possible for them to make a significant contribution to Germany's ability to produce. The enthusiastic reception to the presentation of this program in Germany shows that German government, management and labor are alive to its potentialities for helping to overcome the problem of production.

The value of the program also extends into the field of human relations whose betterment it also serves. If management and labor in Germany cooperate around a specific project, such as the "J" programs, the result may well contribute much to an even greater degree of cooperation in other areas.

In his presentation of Training Within Industry, Mr. McCarthy has also performed the valuable service of demonstrating the relationship between the fundamentals of the "J" programs and the fundamentals of democracy. I am sure that all those who have come to know him will agree that this has happened because he gave of himself as well as of his technical knowledge.

Leo R. Werts
LEO R. WERTS
Director,
Manpower Division

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NOTES ON THE AUTHOR

John J. McCarthy, New York, Corporate Personnel and Training Director, Gimbel Bros. and Saks Fifth Avenue Stores is a well-qualified executive in the field of sales training. Mr. McCarthy was director of training with the General Electric Corporation for seven years. For two of these seven years, he was concurrently Associate District Director for the War Manpower Commission (TWI Division for Southern New England). During his three years with the U. S. Army, he was successively Assistant Director of the Training Officers School, Supervisor of Supervisory Training Programs for Army Service Forces, a member of the Manpower Division of the U. S. Group Control Council at Berlin, and finally was in charge of organizing industrial training programs among the civilian population in the American Zone of Germany.

Mr. McCarthy served from 1935 to 1940 as editor of "Industrial Methods and Management", the official organ of the Industrial Methods Society. At present, he is the Director, (national) Distribution Division, Society for the Advancement of Management and a member of the New York Personnel Management Association.

DEVELOPMENT OF SUPERVISORS IN GERMAN INDUSTRY

Introduction of Training Within Industry "J Programs"

NEED FOR SUPERVISORY TRAINING PROGRAMS

The urgent need for the initiation of progressive supervisory training programs in the Western Zones of Germany was first recognized in the autumn of 1945. At that time there existed in the Western Zones an acute shortage of building trade workers, a shortage of some 423,000 skilled workers. This shortage was made more acute by the critical housing conditions which existed at that time. With winter weather ahead, Germany faced not only the need for furnishing the German population with even adequate shelter but in addition faced the need for housing the occupation forces.

Along with the shortage of skilled building trades workers, there existed, paradoxically, a surplus of skilled workers from the heavy steel industry, munitions, aircraft and other war industries. Then, as now, the Allies intended to limit the need for manpower in heavy steel and allied industries, and to prohibit the use of labor in anything that might be considered a "war industry." The problem, then, became one of how to fill the gap that existed in the ranks of the building trades workers with new recruits from the workers from heavy industries who would have no opportunity to use their old skills.

This situation bore an ironic resemblance to the situation that existed in the United States at the outbreak of the war. At that time we were faced with urgent need for re-training, in the shortest possible time, millions of workers who were equipped with skills that were of value only to the "luxury trades." It became essential to supply them with skills that would assist war production.

This need was recognized in the States, even before the outbreak of actual hostilities, and a Training-Within-Industry Division was established in the War Manpower Commission. It was this organization that developed the three supervisory training programs that were destined to do so much toward bridging the gap that existed.

Notes: The views herein expressed are those of the author, and do not necessarily reflect the views of U. S. Military Government.

A German translation of the text has been published under separate cover.

The need for one of these programs, Job Instructor Training, seemed to be the one possible solution to the problem that existed in Germany in 1945. This program gives the supervisor a start in developing a skill in instructing. It supplies him with a technique that will enable him to pass along his job knowledge in the shortest possible time, and to pass it along in such a fashion that the learner performs the job correctly the first time. It results in fantastic reductions in learning time, results in a given job being done in the same manner regardless of the number of employees who may be assigned to the task, and above all, gives the instructor the ability to break down difficult jobs into their basic components so that new employees may be assigned to each component and gradually trained on the remaining parts of the job. This, obviously, results in immediate production on each part of the job by each worker.

Mr. Leo Werts, now Director of the Manpower Division, OMCUS, and Mr. Don Snyder, then a member of the Manpower Allocation Branch of the Manpower Division, were the first to recognize in this Job Instructor Training program one of the answers to supplying the badly needed skills which would in turn assist in supplying the needed shelter.

Unfortunately, the nature of these training programs is such that a strong, nation-wide organization is needed to quickly spread the training and to insure a high quality training. In 1945 there was, of course, no semblance of a German government which was capable of carrying out such a program. For this and other reasons far too numerous to mention, the project had to be abandoned and the author and other interested individuals turned their attention to other methods which it was felt would afford some immediate relief to the problem.

For the past three years, however, both Mr. Werts and Mr. Snyder have remained aware of the great need for improving the quality of supervision in Western Zone industry and in the beginning of 1948 the author was requested to return to Germany to launch the first of the programs and finally in the early part of August it was possible for this trip to be made and the programs to be started.

It would seem that before a chronological history of the development of these programs is presented, that once again, the need for this training be made clear, as it exists under conditions prevailing at this time. An explanation of the content of each of the three programs will also be helpful.

NEED FOR PROGRESSIVE PERSONNEL MANAGEMENT TECHNIQUES

The author is aware of the grave danger of generalities and makes no attempt to generalize. It is recognized that there were in Germany a number of people who were sincerely interested in techniques of progressive personnel management. Unfortunately, it appears that these techniques were in large part contrary to the philosophies of the National Socialist Party and it was difficult for the few interested individuals to make any progress along these lines.

Modern personnel management has as its foundation the recognition of the worker as an individual and has proven that this individual will be most productive when his employer indicates, by his treatment of the worker, that he considers him an individual. While there were, undoubtedly, a number of such employers in Germany, again, unfortunately, their number was limited - limited either because it was unwise to entertain such theories, or limited because Personnel Management had been thwarted in its growth by being denied a place in the sun of publicity and research.

For these reasons in 1948 we found conditions prevailing in Germany that can best be portrayed by one plant manager's reaction to an American observation that the light in a punch press department seemed to be most inadequate for the efficient performance of his employees. The manager's reply, given without a hint of anything other than complete objectivity, was, "Light is not too important; when the sun shines in the window, there is adequate light."

The claim is not made that this would be the typical reaction of every German plant manager. Quite the contrary would undoubtedly be the case; however, that any plant manager could remain blissfully unaware of the high price he was paying for fatigue, and that he could remain unaware of his moral obligation to safeguard the health of his employees, is an indication of the fact that he could not have been exposed to papers, speeches or any other form of contact with Personnel Management techniques.

These conditions are costing the American tax-payer real dollar bills. There are many Americans who are unable to understand why we should, at this time, give to Germany our "productive secrets." Aside from the fact that we, as a nation, have a moral obligation to spread any kind of information that will result in a better life for all the people of the earth, there is a very selfish reason for making these specific training techniques available. Just so long as Germany is unable to develop her peace-time industries to a point that will make the nation self-supporting, the American people are going to pay the bill that must be paid to keep a nation from complete privation. Accordingly, anything that can be done to expedite the development of German industry to the break-even point is money in our pockets. As our experiences of this autumn of 1948 have proven, these programs will assist in speeding the date of the break-even point.

Production is always, essentially, the product of manpower. Today, in Germany, with a shortage of machinery, the effective utilization of manpower is more essential than at any previous period in the modern history of the nation. The effectiveness of manpower can be destroyed by poor training, by poor operating methods and by low morale. It is not enough for the master tradesman or supervisor to know his work, - he must have the ability to pass along this knowledge to his subordinate workers or to his trainees in a manner that will enable them to comprehend his meaning and to develop their skills in the shortest possible time.

Having acquired the necessary skills after effective training, it is necessary that the work methods be well planned so that this skill will not be wasted. Finally, it is essential that the worker have the will to produce - that he have job interest - that motivation be supplied to him, by his superiors. The intent of the three programs, that are being launched in Germany as a result of this visit, is to supply each supervisor with a start in developing these skills.

NATURE OF "J" PROGRAMS

Each of the three programs is of ten hours duration. They have been given to over two million supervisors in every phase of American industry. They are now being given in Canada, Great Britain, The Netherlands, Belgium, France, and the Scandinavian countries. They are not untried theories, they are proven - they are now more than theories - they are techniques - they are operating methods in themselves.

Job Instructor Training, the first program to be released, gives the supervisor a start in developing the skill to instruct. It teaches him how to make a training time table, it teaches him how to make job breakdowns and it supplies him with a four-step method of instruction. Job Relations Training provides the supervisor with a method of dealing with his people as individuals and it provides him with techniques that will enable him to a) prevent many personnel problems from ever arising and b) provide the will to work, to his people. A second technique supplied him through the media of this program will enable him to handle those personnel relations problems that do arise in a manner that will be fair and equitable to all concerned. Job Methods Training is the third ten-hour program which supplies the same supervisor with the ability to analyze every job and operation under his supervision and to develop methods of performing those jobs which will materially increase the productive capacity of each employee and at the same time make the work easier to do, thus relieving fatigue and strain, and, in turn, further improving morale.

THE "INSTITUTE" METHOD

These programs are propagated through the "Institute" method. Each of the programs is an entity unto itself and although they all have a bearing on one another, they are conducted separately and under no conditions should they be mixed. Ten carefully chosen men and women are selected to attend the Institute. The Institute takes a minimum of one week, a maximum of two weeks. During this period of the first week, each of the ten trainees are given the basic ten-hour course and the balance of their time is spent in a study of the manual and in practicing each part of the manual before the eyes of the Institute members and the Institute Conductor. If the members satisfactorily complete the first week of the Institute they are given provisional certification as ten-hour group trainers, and subsequently are quality controlled by the Institute Conductor

are given the benefit of his coaching as they conduct the ten-hour group, and if found capable, are given final certification. (This certification may be withdrawn for cause). Upon certification, the trainers are empowered to conduct ten-hour groups. These groups are attended by supervisors. All of these supervisors can be from one organization or they can be held at a central location and can be drawn from as many as ten organizations. These are the people who ultimately use the training-on-the-job. These programs are aimed at all levels of supervision.

PREPARATIONS FOR PROJECT

Upon arriving in Berlin in the first week of August, the author made immediate preparations for the translation of the Job Instructor Training manual into German. We are aware of the fact that many such translations had been made in various posts in the Western Zone by Americans who had received this training in the Army. We were also certain, from our Army experience, that these translations were frequently made by individuals who took liberties with the basic course and, as a result, in most cases weakened its effectiveness. This later proved to be the case and the time spent in our first translation was well spent.

While the translation was being made, the author and Mr. Leo Werts laid out a plan of action that would enable us to accomplish our primary goal in ninety days. This first goal was to be the selection, development and certification of a number of Germans, adequate to start the Job Instructor Training program in Germany.

The second week, therefore, found us in Frankfurt with Mr. Snyder of the BICO Manpower Group, and it found us facing the need for acquiring the services of an interpreter who would be more than that. This interpreter must have the kind of a background that would enable him to get the real meaning of the Job Instructor Training manual across to the trainees, without losing it through literal translations and interpretations which are so common. Again, Mr. Werts filled this gap with his recommendation of Mr. Rolf Shirm, a German national of Berlin. Mr. Shirm, it developed, had majored in Personnel Management, had been employed in the personnel department of a large manufacturing concern in Berlin, and had spent a year in a concentration camp because of the conflict between his views on Personnel Management and Nazi ideologies. Mr. Shirm had just completed the installation of one of the most progressive wage and job classification structures existent in any installation in Germany and equal to some of the best in the States, to quote the Director of Civilian Personnel in the office of the Secretary of the Army at Washington. To top of all this, Mr. Shirm was possessed of a knowledge of English that constantly amazed us; not only was he able to speak the language completely, to use the idioms with complete facility, - but was able to express himself in written English as effectively as those Americans fortunate enough to have received the best education. Mr. Shirm was of inestimable help to us and I want to use this vehicle to express my appreciation to him for his aid.

It might be said, in passing, once and for all, that the cooperation received from all Americans and Germans, in OMGUS, BICO, EUCOM, and the EES was a constant source of pleasure and amazement to the author and to Mr. Snyder. Without such cooperation as we received, not only in the four headquarters at Berlin, Frankfurt,

had Nauheim and Heidelberg, but also at the Laender, it would have been impossible to have made the progress which we ultimately accomplished.

Following the selection of Mr. Shirm, Mr. Don Snyder of BICO, called upon the Manpower Officers in Stuttgart, Munich and Wiesbaden to arrange meetings in their respective areas, at which we would present an appreciation (a condensed version) of the program.

We requested that the following groups be represented by a representation of not less than two members each; Industrial Top Management, Trade Unions, The Labor Ministry and the Education Ministry. The meetings were to be two hours long.

In the middle of the second week, Stuttgart was the first stop and it was here that we encountered our first glimpse of the cooperation we were destined to receive. Mr. Edwin Beal, the Manpower Officer in Stuttgart, had selected a group of top representatives of each of the four organizations sending more than the two required. Top Management executives of such firms as Robert Bosch (Dr. Fischer) (electrical products) and Salamander (shoes) were present, and the representatives of the other organizations were of equal rank and ability.

The appreciation was presented by the author with Mr. Shirm's invaluable assistance acting in the capacity of interpreter. Following the appreciation, the audience were invited to pass comments or to ask any questions they had. The enthusiasm, or perhaps I should say, the interest (at that time) was so intense, that the question period ran another hour and a quarter and was brought to an end by our party solely because it was felt we were imposing upon the Stuttgart people.

PRESENTATION OF THE PROGRAMS

As a result of this meeting, we asked the representatives who were present to appoint a committee who would, in turn, select members from industrial plants, unions, or governmental agencies. These selectees would be sent to Oberursel, a small town near Frankfurt am Main, where they would participate in an institute that would run for two weeks. At the end of that time, if they had shown they were competent to conduct the basic ten-hour program in Job Instructor Training, they would be certified to return to their respective communities and conduct the basic course in factories, hospitals, railroads, or in any activity that would assist in the economic recovery of the nation. After they had conducted some of the basic ten-hour courses, they would be "quality-controlled" (observed) and if it was found that they were capable of doing so, they would be permitted to run additional institutes for the purpose of certifying additional trainers for the basic ten-hour course for their community.

The representatives of the various groups present readily acquiesced and subsequently selected the trainees who were later trained at Oberursel.

This same procedure was repeated at both Munich and Wiesbaden during the balance of the second and third weeks with the same results.

There is no intention of gilding the lily in this report. These groups did not accept the program supinely without question. The doubts, however, were at what might be called an irreducible minimum, and there was a reason for this. It was realized at the outset that we would encounter many obstacles among the following:

- 1) The obstacle any foreigner inevitably encounters in attempting to sell his ideologies outside his native land - we had encountered these in other countries foreign to us in the past.
- 2) The conflict with long established German educational systems.
- 3) The conflict with the alleged German ideology of class.
- 4) The possible suspicion of labor unions (that this might be a new Bedeaux system, or some sort of speed-up plan).
- 5) The feeling that might exist that this was being forced upon Western Germany by Military Government.
- 6) The fear that this might spell doom to the much-vaunted European pride of craft - that this might, in other words, be a scheme to make automatons of craftsmen - doom them to an assembly line existence.

These were the fears and the questions that we considered in advance and as a result we spent the first twenty-five minutes of each appreciation in stating these fears ourselves, and in answering them. It may be of some interest to see how each of these was considered and answered.

1) We stated that we were aware of the fact that Germany had been subjected to many new ideas in the past two and a half years and that as a result we realized there might be resistance not only to our ideas but to us as individuals. We pleaded with each audience to keep an open mind, to ignore us as individuals, to examine our wares objectively and critically and not to lose some of the value of these ideas that might accrue to Germany by starting the conference with convictions already well established in their minds.

2) To the educators we explained that in the United States, also, at the outset of these programs, one of the most difficult barriers to surmount was the active opposition of professional educators. These individuals, in the beginning, looked upon industrial trainers as interlopers with a bag of tricks which they claimed were both a panacea for all our national industrial ills and also a condemnation of everything that had been done in the educational field for generations. We explained that these programs have an air of religion about them that develops a Messianic fervor in many of its disciples and these ardent "preachers" frequently

groused the ire of educators. We pointed out that today evidence of the complete acceptance of these programs by professional educators, is found in the fact that the programs are now under the direct supervision of the U. S. Office of Education in Washington.

3) To answer unexpressed criticisms based on German class distinctions, we said that we regarded this as pretty much of a myth - that we believed that Germans, too, felt that a man would do his best work when he was intelligently and fairly treated. As proof, we would ask our audience, if that were not so with them as individuals. Considerable time was spent on our actual handling of this objection. It is probably true that we relied in large part upon our sincere fervor and belief in these programs and attempted to impart this same feeling to our audience.

4) To labor, we recited the history of the programs in America. We explained that, in America, we had been most ill advised in that we had failed to make these programs available to labor until the war was half over. We gave them a chronological history of the programs and of labor's final contact with them, and of the complete acceptance by labor, and of labor's anger at having been left out from the start. We told German labor leaders that we had no intention of repeating this mistake and even though the programs were geared for the training of the supervisory level immediately above the worker level, we felt that labor had the right to know what we were attempting because they were as identified with the success and objective of the programs as were the men and women who would actually receive the training. We encouraged their questions and did not evade any of them.

In Stuttgart, for example, labor expressed the fear that if we intended to break jobs down into small pieces and have a man learn only one piece that he might then become weary of such a monotonous job. Also, we suspect, in the back of labor's mind was the fear that management would then pay less money for such a simple task. We explained that this program, by means of a training time-table (explained later in this text), made it possible for a supervisor to get a worker into production immediately by breaking the job down into small teachable units. But, we explained, that as soon as the worker had mastered the first unit, the supervisor, by means of his training time-table, would then schedule himself to teach the worker the next more difficult unit or the next chronological unit as the case might be. Over a period of time the worker would be taught the entire job but in the meantime he would be producing and it was agreed by everyone present at every meeting that the ONE thing that would solve the presently most pressing problems of Germany, was more production for export.

5) To answer the feeling that this was another mandatory proposition sponsored by the Occupation Forces, it was clearly explained and emphasized that the program was being presented on a "take it or leave it" basis, and that no compulsion was implied. In fact, it was stressed, that Military Government would look with favor

upon anything that the German organizations might do to take over the programs, lock, stock and barrel, at the earliest possible moment, so that Military Government might withdraw from the picture. We were astonished to find a number of Germans who asked us to make certain that this did not happen. A number of industrialists and labor people, independently of one another, expressed the fear that without Military Government backing, the program might collapse. Many logical reasons were given for this fear, but following our instructions from Mr. Werts we made no promises on this score at the time.

6) We spoke of the fear that existed that these programs might spell doom to the European love of craftsmanship. If I may be permitted a personal observation, I would be inclined to remark that someone has sold America down the river throughout Europe on this one issue. Europeans seem to feel that everything is done in the United States by push buttons, that workers are figuratively chained to machines, that we have no real artisans, that our products are made to wear out quickly, that real quality is unknown in the United States. Two Americans in the short space of 90 days cannot change this erroneous concept of American Industry and unless it is changed by a mass presentation of facts, logic, motion pictures and examples of our craftsmanship, every disciple of advanced Personnel Management techniques who well is going to have a long, uphill fight on his hands. He will constantly face the cry, "That will work in America, but here in our country where we go in for high quality work, it won't succeed." Insofar as our audiences were concerned, we feel we successfully met this issue. Our approach was to pay tribute, sincerely, to the German apprenticeship system, which we have borrowed from, liberally, in the past. We did not present our program as a successor to their apprenticeship training. Rather, we presented it as repayment for the help we had received from their original training methods, and as a supplement to their apprenticeship training. We recognized the value of a long-range apprenticeship course, but we also pointed out the weaknesses of both German and old-time U. S. apprenticeship training. For example, the fact that much of the first year or two is wasted by the apprentice in such labor as carrying water and doing menial jobs for the "Meister" - jobs which add little to his fund of knowledge of the job, or to his skill. The excuse given for this waste of time is usually found in the cry, "It disciplines the boy." We ridiculed that, and to our pleasant surprise, found many of the Germans in vociferous agreement with us.

Upon our departure from Berlin, Mr. Werts had indicated his desire that we make the Institute training available to EUCCOM if they chose to use it, and Mr. Barnett, Personnel Advisor to General Clay, had recommended that we make the same offer to the EUCCOM Exchange System (PX Operation). Following the three meetings with Germans, we visited both of these organizations and again encountered the cooperation which by this time had become agreeably monotonous. EUCCOM agreed to send two representatives, one Mr. Piet Beyerly (of whom, more later) of the Munich Military Post and Mr. Kurt von Frankenberg of headquarters in Heidelberg; both of these men were Germans, and very capable.

The visit to the EES was almost too productive. We were invited to attend Col. Spaulding's staff meeting and at its conclusion we were given an opportunity to present our program. The interest of the Colonel and his staff extended this presentation into an hour session. At the conclusion of the discussion, we made it very clear that this was being offered on the usual "take it or leave it" basis. Colonel Spaulding's reply was, "We'll take it - how many people can you take from us - and when can we have a week of the time of your group for ourselves?" We had intended to limit the EES to three people and were prepared to stretch it, reluctantly, to five. The Colonel would have none of this and asked for, and ultimately received, eighteen seats, leaving us faced with the unprecedented task of running an Institute with 35 people - something never done in the United States or elsewhere.

Following this appreciation we returned to Berlin while Mr. Snyder completed arrangements for the Institute at Oberursel. The German labor unions had kindly made available to us their facilities at their school at Oberursel, a small town outside of Frankfurt am Main. The school was ideally suited to our purpose in that the students could be housed, fed and trained in the one building.

THE FIRST INSTITUTE

Much could be said about the Institute that would be of interest but we shall confine ourselves to the most significant events of the two weeks. The Institute opened with thirty-two members. Eighteen of these were from the EES. Two were from EUCOM organizations, ten were from German industry, and two from German labor organizations. At the end of the first day, Herr Karl Wittrock, Director of the Oberursel Trade Union School, who had sat in as an observer, asked permission to attend the balance of the Institute as a full-fledged member - and did so. This was a repetition of the same interest that had been manifested by American labor once they had an opportunity to be exposed to the program.

At the end of the first morning, Mr. Piet Beyerle of the Munich Military Post informed us that he had taken and given all three of these programs. After considerable discussion with Herr Beyerle it became apparent that he was a second "find" and on the third day, the Institute was divided into two groups. One group, from industry (and labor), was led by Herr Shirm and the second group, from the EES installations, was led by Herr Beyerle. The author would present each new section to the combined groups and then go from one group to another as they practiced their parts for Shirm and Beyerle. Because of the haste with which the EES section of the Institute had been assembled, we found, on the first day, a number of these people not quite clear as to the reason for their presence. This has not been unusual in the United States, and once we had ascertained the fact that there was some confusion on their part, we were quickly able to dispel it and in a very short time real interest began to develop on the part of the institute members. It is impossible to pay sufficient tribute to these people who

came to Oberursel. They were away from their homes under trying conditions - all strangers to one another, with food rations which may have been sufficient but which were certainly not attractive; receiving training from the Occupation Forces, living under some degree of discipline (regarding curfew hours at night - imposed by the school authorities) - in spite of all of these and other similar conditions, a spirit rapidly developed within the group which made our contact with them the most pleasant we have ever enjoyed with any Institute group at any time.

As a result of this, and other, experiences, we are convinced that the hope of Germany lies in two groups - the young people and people of all ages in industry. Both of these groups, especially the former, are anxious to adopt the techniques that have made America great, and they are willing to adopt them if they are NOT fed to them as propaganda. We made it a cardinal rule throughout the institute, in spite of countless opportunities, to use nothing that might be regarded as even indirect propaganda for democracy. Asked countless questions about industry, American standards of living, and kindred subjects, our whole approach was to answer honestly by telling them of our bad conditions in America, our national faults, and by telling them also of the things about this nation that make it great. We were told on numerous occasions, by Germans, that this is new treatment - and admission that we do have some things wrong at home - and we would recommend this same approach to other consultants who may follow us.

During the course of the Institute, the group asked us if we would present an appreciation of the other two programs to them. At the end of the first week we presented them with an appreciation of Job Relations Training (Human Relations) and during the second week we took time to present them with an appreciation of Work Simplification (The Job Methods Training version). Each of these took from four to six hours, the longer period spent on JRT. At the end of the break for lunch and again at the end of the presentation of Job Relations Training, the group broke into spontaneous applause. Questioned as to the reason for this, we were told that this kind of thinking was a new religion - this was the first time they had been given the concept that all people must be treated as individuals, that you use reason and not emotion in handling personnel problems, that regardless of the person's salary or place in the organization, he was entitled to respect - "a restoration of human dignity." The words are theirs, not ours. I am completely convinced that the rapid propagation of the Job Relations Training Program throughout the European industrial world, its rapid incorporation into its schools, and its constant and continuous follow-up can do as much for the recovery of Europe as all the dollar bills we can pour in.

As further evidence of labor's interest is the fact that we were requested permission from Mr. Wittrock to invite the German labor leaders from Bavaria and Hesse to address the groups. Both of these gentlemen received a warm welcome from the entire group. Still further evidence of labor's support is found in the remarks made by members of the group who represented labor. After seeing the work simplification demonstration, two of them expressed themselves, very forcefully, as being in complete favor of the program; one remarking, "This is

REAL codetermination - when Management recognizes the fact that the employee may have ideas that will help to make the business more successful with benefits to all," - the other remarking to the group, "Anyone who does not believe in THIS program is just crazy."

PROGRESS REPORT

Following the Institute, a trip was made to Berlin to report progress. At this time, the author and Mr. Werts made a visit to General Clay to report progress. After listening to a chronological accounting of all that had been done, and all that was still scheduled, General Clay asked Mr. Werts to arrange for a meeting on October 16th of all Post Commanders, Director of Personnel, Personnel Advisor to the Commander in Chief, Director of EES, and Commanding Generals of Supply Organizations and to extend an invitation to the British Command and to BICO Manpower representatives to attend. He further requested that a second meeting be held the same day at which German Labor Ministers from both Zones be invited to attend. The General expressed himself as being aware of the great good that could come from these programs and also aware of the fact that they could fail if it was not made abundantly clear that they were being supported at the top. He stated that he would open the meetings. (Subsequently it was decided that a joint meeting be held of British, American and German representatives listed above) and that the meetings then be divided into two sections - one German Ministerial Group, the other, an American Group which would take up the possibilities of developing the program among American installations employing German personnel.

FOLLOW-UP MEETINGS

Following this meeting Mr. Snyder and the author made a trip through the Zone, stopping at every installation (American) or German factory in which Oberursel trainees were employed. The only cities missed were Giessen, Wetzlar and Bremen. Meetings were once again held of the original committees in Stuttgart, Munich and Wiesbaden. The Oberursel trainees were also invited to these meetings as were their superior officers. The basic purpose of these follow-up meetings was to make certain that the trainees were given every opportunity to utilize their training. We wanted to make certain that their top executives realized what the training was for and realized the part that they had to play in the propagation of the program. Again, the Manpower field people made a real contribution.

At Schweinfurt, for example, executives of Kugelfischer (Ball Bearings) who had sent Herrn Bissinger to the Institute, called a meeting, upon our arrival, of the Oberburgermeister, top management of the chief industrial plants of the area, labor leaders and educational leaders of the community. Two hours were devoted to answering their many questions and in explaining the purpose of the programs to them. Executives of Kugelfischer reaffirmed, by inference, the early reports

we had that it would be better if Military Government did not step out of the picture too soon. They stated that their main purpose in calling the meeting was to impress upon other leaders in the community the fact that these courses were not just an idea of their man Bissinger, but had a long history behind them and were important enough for Military Government to spend time on them.

A splendid job was done at Stuttgart, as usual. The Germans took charge of the meeting from the start, and for the first time one of the meetings called by Military Government (the meeting in Schweinfurt was called by Germans) was held in a German building - in the conference room of Robert Bosch. We were astounded to find some forty or fifty men present, top representatives of every major activity in the town, civic, governmental, organizational (Chamber of Commerce), educational and industrial. Dr. Heinz presided over the meeting and each group had a representative state the views of the group. Here, as in other cities, the ten-hour course was already under way with Herr Hiller of Bosch being the prime mover in this area.

THE BERCHTESGADEN MEETING

On our original tour of the Zone, a number of Americans, including Mr. Beal of Stuttgart, who was the pioneer in this matter, made the request that the concepts of the three programs be made available to Americans in the theatre if they were to be presented to Germans. After a number of these requests were made, especially by the Democratization Committee at Munich, it was agreed to hold a week-long meeting. Accordingly, such a meeting was held at the ski-lodge in Berchtesgaden early in October. Here were gathered twenty-five Americans representing OMGUS, EUCOM and the EES, and a British representative. For a full week, these people were given a thorough appreciation of the three basic courses as well as indoctrination in kindred subjects such as conference leadership, etc. The results of this meeting can best be summed up by the inclusion in this report of a letter drafted by this group. The letter follows:

Berchtesgaden
1 October 1948

MEMORANDUM TO MR. McCARTHY:

The several representatives from units of EUCOM, OMGUS and the Laender Military Government organizations, British Military Government, and EES who have had the opportunity of acquainting themselves with the three J programs during the past week under your direction unanimously believe that the program has great merit and recommend strongly its adoption widely throughout the American and British Zones of Germany.

The program, if properly implemented, could play a very large part in the revival of German industry and the more efficient utilization of labor. The principles of Personnel Relations, based as they are on the appreciation of the worker as an individual and of his worth as a person, would be a valuable supplement to the reorientation of German thought toward democratic lines. It is readily apparent that many persons displaced from heavy industry and so-called white collar positions could much more easily be absorbed into the economy were these techniques of instruction and supervision adopted. In the interest of efficiency and, perhaps more important, the setting of example and establishing of American principles of correct employer-employee relationships, the various units of the United States Army, Military Government, European Exchange Service and the several supporting agencies of the European Command should be the first to adopt this program.

We expect to recommend to our own organizations that they give the program you have outlined their fullest support. We point out the desirability of gaining approval from the highest authorities and suggest, therefore, that since we cannot make direct representation to such authorities, that you take up directly with General Clay the question of implementing this program. We believe that this is especially important since you have already introduced these latest American techniques to the Germans for German industry at the Oberursel Institute, and we further believe that the Americans in Germany should not be behind the Germans in knowledge and application of these techniques. The reason for this is that American appreciation, understanding, and support will be necessary and effective toward following up the German lead and, further, that adaptation of these techniques can be made to good effect in carrying out our own occupation objectives, particularly reorientation.

It is impressive that only one American need be assigned at the top level in order to implement this program. It is gratifying to know that there are already available in this theatre at least two persons trained and certified for carrying out this work, one of whom might be detached from other duties and put in charge of implementation. We hope that you will be able to prevail on General Clay to take this most worthwhile step. We sincerely appreciate the opportunity to attend this course and thank you for the personal benefit it has brought to us.

CO-SPOKESMEN: /s/ R.S. Dollard
 CCG (BE) College
 Brunswick

/s/ William J. Moran
Field Operations Div.
CMG Bavaria

The initial phase of the program was completed with the meeting held at Frankfurt on October 16th with General Clay presiding. While this meeting was all-important to the success of the program and merits more space than it receives here, its results can be portrayed in relatively few, but significant words.

General Clay made it very clear to the combined groups (American Military and German Ministerial) that he was whole-heartedly in favor of the programs and wanted them started at once. He further informed the German contingent that for them it was not mandatory but that he hoped they would see the value of the program and use it. We then presented to the American and German combined groups a very brief appreciation of the course. Following this appreciation, the Germans withdrew to a separate room where Herr Shirm, Mr. Snyder and Mr. Werts gave the German group further enlightenment on the objectives and the mechanics of the program. Concurrently we held, under the direction of Mr. Barnett of CINCEUR, a two-hour question and answer period for the American Military, and later in the day we again addressed the German group above.

Of considerable concern to the author was the fact that many Germans continually confused these programs with other programs conducted in Germany before the war. Actually nothing could be more incorrect. They bear no relation whatsoever to time study plans, wage incentive plans and similar programs that have a completely different goal and had different and, at times, reprehensible approaches to the problem of stimulating employee productivity. It is most essential that in the future conduct of this course in Germany that this issue be faced squarely and a complete explanation be made of the content and purpose of this kind of supervisory training. This is especially essential in view of the fact that these former speed-up systems quickly arouse the anger of labor and are regarded with a very dim view on the part of enlightened management.

CONCLUSION

At the conclusion of our stay in the Western Zones the program was gaining momentum. Such people as Dr. Buckner of Wiesbaden, Mr. Hiller of Stuttgart and many others were already running classes. The enthusiasm of the Oberursel people was at an all-time high. The program was in the competent and enthusiastic hands of Mr. Snyder and Herr Shirm. Since my return a constant flow of unsolicited letters from the Germans is constant proof of their interest in the programs. I am sure that they share my faith in these programs as "Tools of Democracy". They recognize them as deeds, not words. As one German at Oberursel said after viewing an appreciation of the Personnel Relations Program, "We have learned more about democracy today in fifteen minutes than we have in three years of assorted preaching." We determined, upon questioning, that this was not intended as a rebuke to any branch of the Occupation Forces or of Military Government. Rather it was a general rebuke to individuals who have seen fit to try to sell Germany on democracy on the basis of the allegation that every industrial worker has a bath-tub, etc. etc. For the most part, our experiences in 1945 and again in 1948 indicate that the average German is more inclined to

attribute the abundance of worldly goods enjoyed by America to our alleged richness in natural resources. These programs, especially Personnel Relations Training, seemed to be one of the few occasions when Germans have been exposed to techniques that they could see would result in greater productivity.

It is most important that one point be made very clear. It is not the intention of this report to make any claim that the three "J" courses are the entire warp and woof of executive training. Far from it, we consider them as the BASE of all other executive training. Needed badly in Germany today, if we are to realize the maximum potential of the labor now available, is a complete Management Development Program. This program must consist not only of Job Instructor Training, Job Relations Training, and Job Methods Training, but it must include sessions in conference leadership, employee performance evaluations, attitude building, safety training, budget and cost control, and some twenty-five or thirty other facets of Personnel Management. Badly needed is the development of "cafeteria training" - a complete library of training manuals for management development programs, so developed that the training department can select those courses which best fit the immediate needs of the installation or organization.

German management must be awakened to the great advantages of Employee-Employer Advisory Committees and of the advantages to be gained by a program of Management Development (Junior Executive Training). Only by this type of education can the demands for such things as co-determination be avoided. The average employee is crying out for the right to be heard as an individual, he seeks the opportunity to prove his worth as an individual to the company - deny him that right and he will obtain it by collective means - give it to him and it is possible to discover abilities that would otherwise remain hidden indefinitely, depriving the organization of the benefits to be derived from the great wealth of thinking power that is to be found among the rank and file of any organization - power that is used only when you motivate it through intelligent training and direction.

Since my return to the United States, many significant developments have occurred in the conduct of this program in the Western Zone. Among them is the progressive step being taken to include these as mandatory subjects in the curriculae of Trade Schools and to make their completion a prerequisite to the granting of a Meister's certificate.

This report, therefore, will be complete only with a chapter by Mr. Snyder on the more recent developments, including the development of a greatly improved manual (from the standpoint of interpretation) by Mr. Shirm.

In closing the author feels it is most important to caution those, in whose hands the final destiny of these programs may be placed, against permitting any changes in the basic manual, in the methods of giving the course or in the

methods of certifying and controlling the performance of trainers. Special vigilance should be exercised to control those individuals who feel that the German mores demand a different treatment. Our own experience has proven this is not true. Any surrender on this front will be a reflection on the German trainer and an indication that for some other reason he is not getting the message of these programs across to his group.

There is a ground swell in Germany for recognition of the individual - the life blood of these three programs is just that. To admit the false premise that the national character of the German will not support the theory of individual importance is a serious mistake. Millions of Germans have always desired this recognition of the individual but for the past century have been deprived of it by their leadership and a small but vocal and powerful minority who sought to perpetuate themselves by denying this individual freedom of thought. They deserve leadership at this time that will develop the importance of the individual and progressive Personnel Management techniques will do much to assist such leaders in establishing the kind of government and the kind of life in Germany that the world must have.

SUBSEQUENT DEVELOPMENTS 1/

Following the completion of Mr. McCarthy's activity in Germany Mr. Don Snyder of the Bipartite Manpower Group and Mr. Shirm took over the direction of the Training-Within-Industry program, working closely with the nucleus of individuals trained at Oberursel. Mr. McCarthy had strongly emphasized two points before leaving for the States: The importance of maintaining close contact with the original group trained at Oberursel and the need for building a solid foundation for the program by maintaining quality control and refresher training. Periodic, informal progress reports have been issued from Frankfurt to the individuals in the Laender and individual contacts have been made by trips around the zone. Refresher training was conducted in December at Stuttgart for those persons who were to hold Institutes during the month of January and ideas and techniques have been issued in the progress reports. In order to give the trainers a good JIT manual, Mr. Shirm retranslated the manual and an excellent printing job was done by CMGUS together with the printing of cards and other material which have been distributed to the Institute Conductors in the Laender.

The greatest progress on the program has been made by Land Wuerttemberg-Baden and it might be well to enlarge on the experience there inasmuch as it has become the model for the other Laender. The success of that area is due to the following factors: a) the establishment of a Kuratorium or Supervisory Council composed of the top officials from government, trade unions and industrial and trade organizations, b) the selection of Herr Hiller from industry and Herr Greiner of the Ministry of Education and Cultural Affairs (Kultusministerium) for the original training at Oberursel and c) the enlightened receptiveness of such persons as Dr. Fischer from industry, President Pflueger of the Land Trade Office (Landesgewerbeamt), Dr. Heinz of the Land Labor Office (Landesarbeitsamt), and Dr. Gloeckler of the Ministry of Education. For example, Dr. Fischer from industry and Dr. Gloeckler have made Herr Hiller and Herr Greiner available to the program on a full-time basis until it is well launched in that area.

The most outstanding achievement of Wuerttemberg and of great significance to the program in Western Germany was the decision of the Supervisory Council and the Ministry of Education to introduce the training into the vocational schools (Fach- und Berufsschulen). The Ministry of Education has decided to require all journeymen (Gesellen) to receive the training before they can be awarded their Meister certificates and all apprentices (Lehrlinge) must receive at least an appreciation demonstration of the program before they become journeymen. The program will thus become an accepted part of the vocational school training and marks an achievement that has not even been accomplished in the United States. As a result of this action, Land Hesse, which has also modeled

1/ Prepared by Mr. Don L. Snyder, Training Specialist, Bipartite Manpower Group.

its Supervisory Council on the Wuerttemberg-Baden plan, will introduce the program in the Hesse vocational schools. In Bavaria the training is now being given as an accepted part of the curriculum of the Munich Adult Education Center (Muenchener Volkshochschule), the largest school of its kind in that Land.

The greatest difficulties that have been experienced since Mr. McCarthy's departure for the States have been organizational. At the time that the program was being introduced in the U. S. Zone, there existed no central labor department for the Bizonal Area. The Department for Manpower (Verwaltung fuer Arbeit) was just being set up at the time and, while it expressed the desire to sponsor the program for the entire Bizonal Area, it was not equipped with qualified personnel and an established organization to carry it out. However, the Department has now appointed a well-qualified individual in the person of Herr Dreyer, formerly of the Nuernberg Land Labor Office and one of the Oberursel trainees. He will carry out the necessary organizational work of establishing the program in all of the Laender of the Bizonal Area, assisted by Mr. Snyder and Mr. Shirm, and working closely with representatives of the trade unions and industrial management.

In conclusion it should be emphasized that at every meeting that has taken place with the Institute Conductors since Mr. McCarthy's departure and at every contact with government and industrial management representatives there has been the cry for more information, ideas and material on scientific personnel management. The "J" courses must be viewed as a foundation, as Mr. McCarthy points out, for a broad program which will introduce democratic personnel principles, methods and techniques on a planned basis. The demand is very strong. It is up to Military Government to deliver with the assistance of the British and U. S. Governments at home, our free institutions and such individuals as Mr. McCarthy.